

JOB DESCRIPTION

Post Title: Director of Human Resources and Organisational Development

Band: Agenda for Change Band 9

Accountable to: Executive Director of Corporate Affairs

Location: Trust HQ

Key Relationships:

Board members, Executive Team, Governors, Clinical Directors, Borough Directors and Service Managers, Trust Staff, service users and carers, Staff Side/Trade Union representatives, HR colleagues across the London network, education providers, NHS commissioners, Local Authorities, NHS England, Monitor and other regulatory bodies.

1.0 Job Purpose

ELFT delivers mental health and community health services across East London and beyond. There are approximately 3500 permanent staff across a number of professions. The Trust is a major provider of training placements for clinical students, and also offers a range of work placement and volunteering opportunities. The post holder is responsible for the development of a skilled and effective workforce that is able to deliver high quality services in line with the Trust's vision, values and Strategic objectives. The post holder will:

- Develop and lead an organisational development programme to develop the workforce in line with the Trust's ambitious quality improvement agenda;
- Lead work to embed the Trust's values, and core behaviours and competencies in the day-to-day work and culture of the Trust;
- Support the development of capacity and capability at all levels throughout the organisation in order to increase organisational effectiveness and the delivery of high quality, effective and efficient services.

The post holder is responsible for ensuring the availability of effective HR support services across the whole organisation, and will act as a strategic business partner for the Board and Executive Team providing HR and workforce advice and support.

The post holder will work closely with the Executive Team and will routinely attend Trust Board meetings, the Remuneration and Appointments Committee and the Nominations Committee.

2.0 Main Responsibilities:

Workforce and Organisational Development

- 2.1 To develop and lead the implementation of an Organisational Development and Workforce strategy and plan that fosters an organisational culture that is in line with the Trust's vision, values and strategic objectives.
- 2.2 To work with the Board and senior leaders in the Trust to develop leadership capacity and capability within the organisation at all levels in order to support enhanced performance and develop an engaged, motivated and flexible workforce,

- 2.3 To develop and implement programmes of workforce development to promote a responsive, customer-focussed service to service users and carers.
- 2.4 To lead the identification and implementation of organisational development initiatives and structures that support innovation, delivery of high quality services and productivity.
- 2.5 To utilise national and local methods for obtaining feedback on organisational climate and staff views in order to improve the quality of working life so that staff feel valued, motivated, supported and involved.
- 2.6 To ensure that the Trust has an effective approach to talent management and success planning.
- 2.7 To foster a culture within the Trust that enables staff to maximise their contribution to service objectives through appropriate personal and professional development.
- 2.8 To support the Trust to develop new models of working to meet current and future business needs looking at skill mix and role redesign.
- 2.9 To ensure that equality and diversity are championed and fully integrated into all aspects of the workforce and organisational development agenda.

Leadership and Management of the Human Resources Department

- 2.10 To provide leadership, vision and direction for the Human Resources function within the Trust and for all managers with people management responsibilities.
- 2.11 To lead and manage the Human Resources Department and to ensure the provision of a professional, high quality, customer responsive and efficient human resources function that is responsive to the diverse needs of the workforce.
- 2.12 To develop, implement and monitor the Human Resource strategy and plan in support of the Trust's Integrated Business Strategy and Annual Plan. To ensure that effective performance management, monitoring and reporting systems are in place to provide accurate HR, workforce, training and development information.
- 2.13 To work with the Executive Director of Operations and other senior managers in the Trust to ensure that HR activity (i.e. workforce planning, recruitment, performance management, employee engagement) supports current and future service requirements.
- 2.14 To lead on the delivery of a first-class recruitment service that supports the Trust to develop its reputation as an excellent employer, and enables the Trust to attract and recruit excellent staff.
- 2.15 To develop the Trust's strategy on equality and diversity to ensure that the Trust is a fair, responsible and effective employer valuing diversity as integral to the success of the organisation.
- 2.16 To advise and report to the Executive Director of Corporate Affairs and to other management colleagues on key matters relating to human resources management. To advise the Board on legislative and case law developments, and minimise

potential service disruption to the organisation caused by any employee relations problem.

- 2.17 To develop, implement and monitor effective and relevant employment policies and procedures that foster good employee relations and which comply with employment legislation and relevant codes of practice.
- 2.18 To ensure that comprehensive and professional employment advice and support are provided for managers, clinicians and other staff across the Trust, investigating and advising on very complex employment issues.
- 2.19 To develop human resource capacity and capability to provide dedicated HR support to each Directorate, and to ensure that HR staff are skilled in the most up-to-date tools and techniques to support strategic change management.
- 2.20 To be responsible for the effective provision of occupational health services and workplace counselling across the Trust, including negotiation, monitoring and review of service level agreements.
- 2.21 To advise Executive Directors and Trust managers in the application of effective reward and recognition systems, including the total reward initiative.
- 2.22 To lead on the development of the Trust's workforce planning capability to ensure that the organisation has effective workforce information systems in place to support management reporting, performance management and workforce modelling.
- 2.23 To ensure that HR functions, processes and policies are fully compliant with external requirements, and that effective systems are in place for the monitoring of HR performance against Monitor's Compliance Framework.
- 2.24 To provide guidance and support to the Trust's Remuneration and Nominations Committees.

Education, Learning and Development

- 2.25 To support the Executive Director of Nursing to develop an education and training plan that supports the culture of continuous learning and self-development for all staff, in partnership with educational partners.
- 2.26 To work with educational partners to ensure the Trust's strategic aims are achieved.
- 2.27 To work with selected learning and development providers to design, plan and ensure delivery of bespoke development activity for staff.
- 2.28 To ensure the improvement, efficient delivery and cost effectiveness of the Trust's statutory and mandatory training provision. To ensure that effective monitoring information on statutory and mandatory training is captured and is made available to managers through effective use of the OLM monitoring system.
- 2.29 To ensure that there is a culture of continuous professional development embedded within the Trust.
- 2.30 To ensure that the Trust commissions appropriate levels of pre and post registration training to meet future service needs, and that CPD investment links to organisational priorities and plans.

Employee Relations

- 2.31 To develop and pursue a strategy to ensure good and effective employee relations in which a genuine partnership approach with staff and their Trade Unions and professional organisations contributes to the provision of high quality services.
- 2.31 To ensure that robust agreements, plans and effective organisational change processes are developed with Trade Unions and staff representatives to handle changes within the Trust.
- 2.32 To lead the development, implementation and evaluation of initiatives, programmes and activities to promote staff health and well-being.

Other

- 2.33 To support and represent the Executive Director of Corporate Affairs, and to attend meeting with external partners in order to represent the Trust, as required.

Director of Human Resources & Organisational Development

	ESSENTIAL CRITERIA	DESIRABLE
Qualifications	<ul style="list-style-type: none"> • CIPD qualified • In-depth knowledge of HR and OD acquired through training and experience • Evidence of Continuing Professional Development 	<ul style="list-style-type: none"> • Masters degree in HRM, employment law or related management qualification
Knowledge/Skills	<ul style="list-style-type: none"> • Able to demonstrate an absolute customer focus with a genuine commitment to the continuous improvement of quality care for service users and carers • Able to lead transformation, change management and organisational development, through the application of OD methodologies and approaches; • Strong understanding of all aspects of operational human resources management, including workforce planning, learning and development, recruitment and retention, pay and reward systems, personal development and performance management systems, development of employment policies and procedures, staff health and well being issues. • Strong knowledge of employment law and human resources management best practice. • Able to establish effective working relationships – internal and external • Excellent leadership, negotiation, empowerment and advocacy skills • Effective strategic influencing skills to network and influence effectively, internally and externally at a senior level. • Proven ability to analyse complex problems and to develop and successfully implement practical and workable solutions to address them 	<ul style="list-style-type: none"> • Knowledge of Agenda for Change, Electronic Staff Record. • Knowledge of the NHS environment, including Foundation Trusts
Interpersonal/ Communication Skills	<ul style="list-style-type: none"> • Excellent oral and written communication skills • Effective interpersonal skills: persuasiveness, diplomacy, tact, ability to listen effectively • An ability to communicate with staff and managers at all levels of the organisation 	

	<ul style="list-style-type: none"> • Ability to present complex information to a mixed audience • Strategic influencing skills • Ability to demonstrate sound judgement, political awareness and sensitivity 	
Management Ability	<ul style="list-style-type: none"> • Strong and competent management skills • The ability to motivate staff and improve individual performance • Contribute to a clear vision and sense of direction for the Trust and its employees • Ability to select, train and develop teams as well as leading them 	
Experience	<ul style="list-style-type: none"> • Successful track record at a senior level in the field of HR and OD with recent experience of working in a large and complex organisation • Evidence of experience in strategy development and implementation • Successful track record in the leadership of people and teams including line management • Recent experience of contributing to organisational change and development • Track record of delivery of high standards of quality against difficult objectives and timescales • Experience of working with people in non-paid roles, such as governors and volunteers 	
Personal Qualities	<ul style="list-style-type: none"> • Drive, enthusiasm and energy • Can build professional and personal credibility to gain support • Genuine commitment to ensuring that services meet the needs of service users and their carers • Confidence in ability to deliver • Ability to work under pressure • Can do approach to providing innovative solutions • Commitment to and understanding of equalities and diversity 	